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DELIVER.



a magazine for marketers

VOLUME 4

ISSUE 5

NOVEMBER 2008

With stock markets flailing, consumers retrenching and the cost of nearly everything skyrocketing, big business is facing as tough a time as recent years have seen. And of course, the tendency during such adversity is to cut costs, especially in your marketing.

This issue of *Deliver*,® which looks at the risks and pitfalls confronting the modern marketer, is here to help you help your CEO avoid knee-jerk responses to some of these difficulties.

We're not saying your company can market its way out of recessions or any other business calamity. But businesses aren't making anything easier for themselves by cutting back on communications with customers. And a penny-pinching CEO only makes matters worse.

Why should a company continue to sweeten its marketing budget even when the economy is souring? Check out "The 'R' Word" (p. 24) for answers. The story provides some

We've got some great case studies about marketers who have indeed taken some calculated gambles with their campaigns — and have enjoyed big payoffs.

excellent examples of companies that not only stayed afloat despite harsh economic times but actually came out stronger. When competitors were scaling back, these companies were ramping up. Their bottom lines are stronger for it as a result.

But a recession isn't the only obstacle marketers face. Widespread consolidation has become another reality of big business. With it often come drastic changes to a company's name, its brand strategy and/or its product. Our feature "By Any Other Name" (p. 16) offers steps on how marketers can transition smoothly.

Also, be sure to check out our Leader column, written this month by blogger/author Joseph Jaffe, head of marketing company crayon. In "Rewarding Risk" (p. 5), he chastises CMOs for not being willing to take more chances and rightly wonders whether this strategy has cost companies more opportunities than it has created for them.

We've also got some great case studies about marketers who have indeed taken some calcu-

lated gambles with their campaigns — and have enjoyed big payoffs. In Massachusetts, for instance, state officials promoting health care to the uninsured launched an aggressive campaign that targeted baseball fans at iconic Fenway Park. Their program, which we detail in "A Team Effort" on p. 20, has resulted in new coverage for nearly 75 percent of formerly uninsured state residents.

There are also other great stories of marketing successes from copier maker Ricoh, Prospera Credit Union and ING Direct bank. So go ahead and dive into this issue. We think we've got some great, actionable information you could use even in these tough times — as long as you're willing to give it a chance.



ILLUSTRATION BY MONICA HELLSTROM/AGOODSON.COM

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Faced with recessions and other economic tumult, panicky CEOs are quick to cut marketing budgets as a first resort. Rarely does this help, though. And too often, slashing your marketing in tough times makes matters worse.

COVER BY
DAVID ZAITZ / JUPITER IMAGES



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feedback

SPREAD THE WORD

This was the first issue of *Deliver*® that I had the pleasure of reading. I was amazed by it on many levels, but mostly I couldn't get over the fact that this superior quality magazine was such a well-kept secret. I have shared it with at least a dozen colleagues. Great work!

— Susan Francesconi

WHAT GREEN MEANS

Your magazine hit on the new trend that every company should be considering: the importance of being “green.” It's an issue that is affecting every company, and as a marketing manager, I know that consumers are very aware of the need to go green. When they see a company that is taking a stand and caring, they see a company that they can trust.

— Stephanie Saldana

MONEY TALKS

I found *Deliver* Vol. 3, Issue 6 to be the most informative, based on my needs. I particularly liked how the issue told me how to communicate better with my CFO. Also I found it informative reading about how brands go beyond focus groups to get customer feedback.

— Name withheld

EYE CATCHING

I love the “look” of this magazine. The graphics and the other art are just great. I may not even have read it at all, except for the design, which really caught my eye. Thanks.

— Name withheld



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REWARDING RISK

Sure, taking chances can be daunting. But doing nothing is an even bigger gamble

BY JOSEPH JAFFE

In today's uncertain times, there is no clear leadership being demonstrated in the marketplace, no overt efforts to rise above the sea of mediocrity currently washing over direct marketing. Some might say this lack of leadership results from marketers' inability to take a risk; others might see this sterile conservatism as a survival tactic, as an absolute necessity.

As one late, great advertising trailblazer once said, “Safe advertising is the riskiest advertising of all.” If he were alive today, he'd say something similar about the current state of marketing.

And he'd be moved to say so because, these days, marketers who should feel responsible for managing the risk inherent to our craft have instead become far too accustomed to mitigating that risk. Instead of taking bold chances, we have become seduced by the promise of glory and reward that comes from sticking with the status quo. We have failed to manage risk. And in doing so, we have also failed to manage another unavoidable reality of our industry: change.

Don't take my word for it. Look inward. Ask yourselves: To what extent are you truly changing perceptions, buyer behavior, attitudes, loyalty and the like? How is your organization for innovation and experimentation? What changes have made their way into your boardroom?

If your answers aren't as positive as you wish, I have good and bad news: You are not alone.



Joseph Jaffe is president and chief interruptor of crayon, an advisory group.

Sure, I get that risk isn't something we always want to have to deal with. Consider, for a moment, how we define it. According to one dictionary, risk is a concept that denotes a potential negative impact to some characteristic of value that may arise from a future event ... exposure to the consequences of uncertainty constitutes a risk. In everyday usage, risk is often used synonymously with the probability of a known loss.

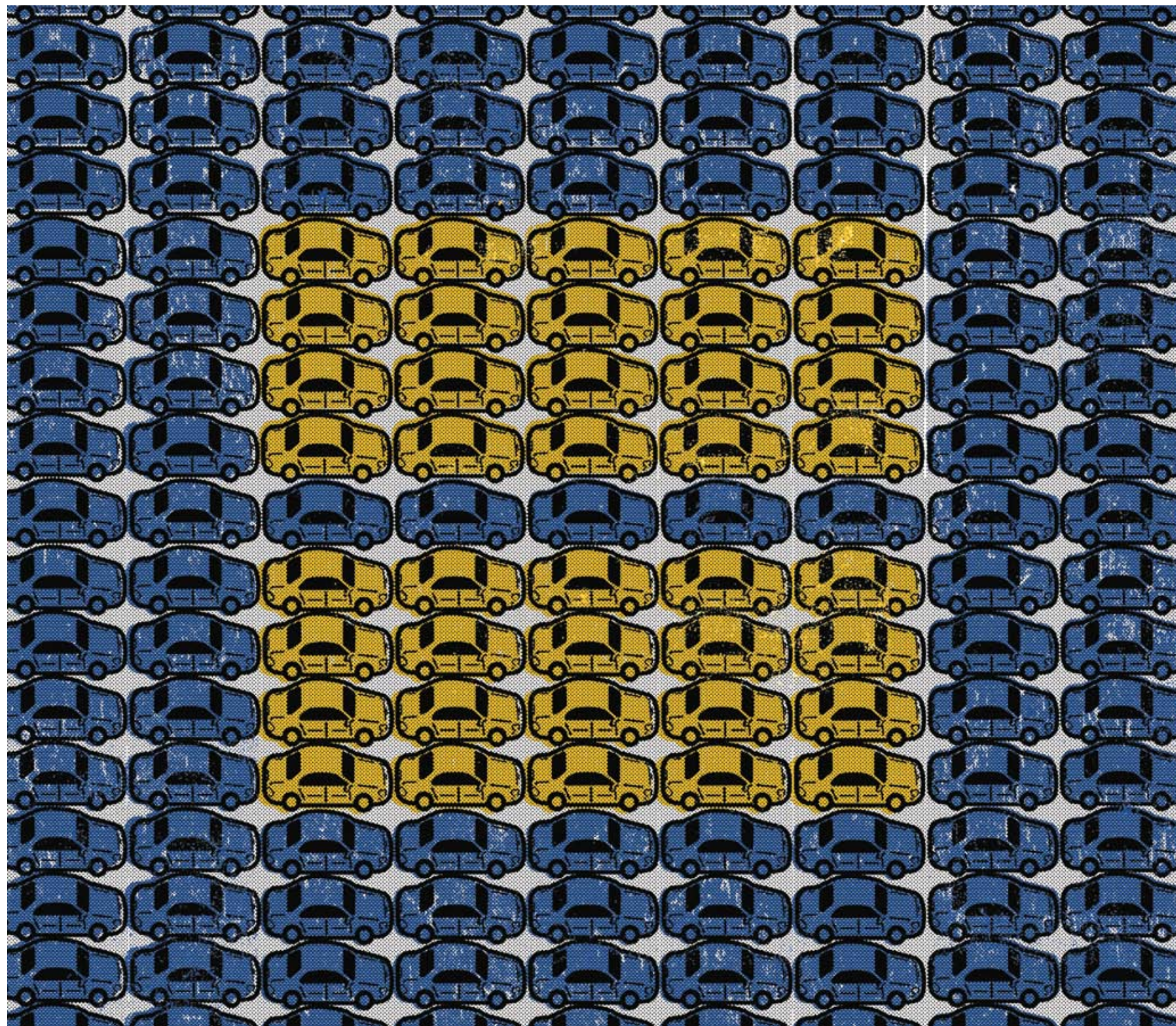
But for all of the negative connotations that come with risk, I still think marketers should be embracing, rather than avoiding, the opportunity to take big chances.

After all, risk is relative. What is risky to one person is not to another. So it helps to maintain a certain perspective about risk. Risk can be calculated, measured. And managing risk can be both a science and an art.

But risk shouldn't be “over-thought.” Sometimes “just doing it” trumps analysis paralysis and fear of the unknown.

Risk is unavoidable. As one senior marketing executive once said, “The greatest risk we can take today is to spend \$400 million on a campaign that nobody notices!”

And don't forget that anyone can redefine a word. Who, then, will recast risk? Hopefully, it'll be you. **D**



An Equal Exchange

The Human Rights Campaign shows how today's nonprofit groups get out their messages — and give back a little, too

Almost any activist group boasts its share of members truly devoted to the cause. But even the most ardent champions for social change need a reason to open up yet another missive from the mother ship.

That's why a growing number of nonprofit social organizations have been including in their mailers inexpensive but appealing swag meant to entice members to read through membership-renewal notices. One keen advocate of this practice is the Human Rights Campaign (HRC), a Washington, D.C.-based grass-roots force for gay, lesbian, bisexual and transgender (GLBT) rights. HRC, which boasts more than 725,000 members, includes in its direct mail what has become an iconic bumper sticker in many parts of the country, as well as a set of logo-imprinted address labels.

"The bumper sticker is just part of everything we do — and part of the whole concept of creating visibility and awareness around equality," says Dane Grams, online strategy director at HRC.

HRC direct mail efforts date back to the 1980s, when its first direct mail package featured a legendary playwright who was gay. Its mailings today center around renewals and new-member prospecting. For 2008, direct mail accounted for more than \$1.4 million of the group's renewal income — or 63 percent of total renewals collected through June 2008.

For 2008, direct mail accounted for more than \$1.4 million of HRC's renewal income — or 63 percent of total renewals collected through June.

For more than 10 years now, the organization's renewal notices have included its popular blue bumper sticker featuring a yellow equal sign. The image has, for many, come to symbolize political progress for the GLBT movement. Today, HRC distributes more than 1 million bumper stickers each year through events, outreach efforts, renewal mailings and acquisition mailings.

But can even ubiquitous bumper stickers and address labels boost membership renewals? Anecdotally, yes, say HRC staffers. In fact, they're so popular that people now expect them in their renewal envelopes.

As for the branded address labels, HRC tried a new tactic with its second renewal mailing this year to test the effectiveness of including the labels with renewal packages. The organization mailed one version of its direct mail piece with address labels, another version without. Packages with the labels had a slightly better renewal success rate than those without labels — and did well enough to justify the cost of the labels.

HRC relies on a number of different channels to solicit membership renewals — telemarketing, online, direct mail and door-to-door — but direct mail remains the largest channel by far for membership renewals, says Susan Paine, the annual giving director for HRC. Paine believes mail enables HRC to tell a more complete and compelling story than online or telephone, whether it's sharing information about legislation affecting the GLBT community or personal stories based on the news. "I think that's why [mail] will always remain relevant for a good portion of our donors," she says.

Grams attributes part of HRC's success with direct mail to its consistent branding. Its mail pieces, like its other channel communications, all tie together with the equal-sign logo. More recently, HRC added a thin bar to the bottom of the bumper sticker that says "Member" as well as the membership year, which is designed to make members anticipate the sticker annually.

Grams is happy to report that, in certain parts of the country, anyone driving through a parking lot or traversing a highway just might spot one of HRC's stickers. "It's pretty phenomenal," he says. ■

Keep It Simple

ING Direct credits its clean but eye-catching imagery with setting the company apart

Generally sober and muted places, banking institutions — even those online — aren’t commonly thought of as hotbeds of flamboyance. And then there’s ING Direct. Even if you’re not one of the 7.1 million U.S. customers who’ve signed on with the online bank since its September 2000 launch, you’ve probably spotted the brand’s peppy orange ball on TV or in one of the company’s direct mail pieces. Like the red bull’s-eye of a certain big-box retailer, the ING Direct ball is cool, eye-catching and memorable — which may account, at least in part, for why the company is now the 16th largest bank in the country. John Owens, head of U.S. marketing for

ING Direct, certainly thinks the brightness of the campaign has helped. Though many marketing departments today seem to emphasize hard numbers over creativity, ROI over imagination, Owens insists that creativity and good design remain central to the marketing mission at ING Direct. Even the resumes of job applicants, he explains, are filtered according to whether they reflect a creative sensibility in step with the brand’s image. What is the brand’s image? Owens describes it as simple but innovative. ING Direct is unlike most other banks in that it doesn’t have any brick-and-mortar retail locations. Its services are streamlined, centering

around two offerings: savings accounts and mortgages. To some, it may seem like a rather basic operation. But Owens says that ING Direct’s products and services come with an innovative philosophy: The banking experience should be easy and accessible to the average person. Thus, the brand’s customer communications — whether online, on the phone or through direct mail — are straightforward and aimed at the mainstream consumer. “We like to say we are for Main Street, not Wall Street,” Owens says. For Tim Calkins, clinical professor of marketing at the Kellogg School of Management, this clear sense of identity is half of the formula behind ING Direct’s leap to the top of the banking industry. The brand’s good sense of design, Calkins explains, is the other half. “Other banks have so many products it’s hard for them to stand for one thing,” Calkins says. “ING Direct’s brand positioning is very clear. What the brand offers is simple and direct. Then they took that idea and incorporated it into their design element. They are very consistent and very on-message all the

“Other banks have so many products it’s hard for them to stand for one thing. ING Direct’s brand positioning is very clear. What the brand offers is simple and direct. They are very consistent and very on-message all the time.”

time.” Calkins points out that other brands seem to be making an attempt to imitate ING Direct’s strategy, playing with bolder colors and more direct messaging. Owens breaks down his brand’s design strategy like this. The bright orange ball — a ubiquitous visual element in ING Direct’s mail — is a very deliberate attempt to convey the brand’s message of simplicity and innovation. Orange (which happens to be the national color of the Netherlands, the home base for parent company ING) is a bold and unusual choice of hue for a bank, signifying the brand’s unconventional approach. Meanwhile, the shape reflects simplicity. “A ball is the most simple structure in the world,” Owens says. “It’s got no beginning, no end, no rough edges.” In Owens’s experience with ING Direct, a direct mail piece featuring uncluttered designs can lift ROI. “Given how much people get in their mail today, the less ‘stuff’ you put on your piece, the more likely you are to boost response rate,” he says. He adds that ING Direct went through a process of trial and error before settling

on this insight. The marketing department experimented with different styles of direct marketing, including mail pieces that feature the face of “Jeff,” the character who stars in its TV advertising. But the response rate has been strongest, Owens says, when the direct mail has as little distracting detail as possible. Banks tend to include imagery of individuals or families in their marketing, but Owens says consumers are too likely to get distracted trying to evaluate the faces. “People end up saying, ‘This person is either like me or not like me,’ and most of the time it’s [the latter].” For Owens, good design is ultimately a lot like good photography: “If you focus on your subject and keep the background simple, you end up with a better picture.” Little wonder then that the ING Direct marketing department is asking consumers to keep an eye on the bright orange ball. **D**



HARD COPY

COPIER GIANT RICOH WOODED SCORES OF TECH EXECS WITH A PERSONALIZED CAMPAIGN DESIGNED TO APPEAL TO THEIR EGOS

BY ELAINE APPLETON GRANT



JUPITER IMAGES

SELLING PHOTOCOPIERS ISN'T EXACTLY THE SEXIEST

game in town. For the marketing professional seeking glamour, copiers rank up there with refrigerators and plumbing supplies. But Hothead Studios, a six-person agency in Atlanta, managed to create such a glamorous and successful campaign for the products from copier maker Ricoh that the agency not only won a prestigious DMA ECHO Gold award, it won extra business from Ricoh as well. And it punched home an old marketing truth at the same time: Don't sell the product; sell its benefits.

Before copiers became digital do-everything wonders, manufacturers sold them to office managers or COOs. Now, however, some of that responsibility has shifted to CIOs and IT directors — and they don't necessarily want it, says Pat Berryhill, account manager at Hothead. Research showed that most IT professionals see copiers as pesky obligations rife with humdrum user connectivity issues. "It was a challenge to get in front of the CIO and the IT director," Berryhill says.

Ricoh already had one campaign promoting its digital copiers return meager results. So Berryhill and her client, Ricoh marketing manager Linda Lindsey, decided to put less focus on the product. Instead, they thought about what makes a CIO tick.

The pair settled on a campaign designed to appeal to CIOs' egos by depicting prospects as leaders who use Ricoh's advanced technology to solve major problems for their companies. Using variable data printing technology, the creative team produced three mock book covers (segmenting their list based on occupation) and emblazoned them with titles like *Still Doing Business in a Black & White World?* The prospect's name appeared, as the author, in a giant head-turning font at the bottom of the page. "Boy genius!" Berryhill says. "Partners with Ricoh!"

The company mailed the faux books to 1,984 CIOs and IT directors at Fortune 1000 companies. Inside the cover was a blank journal in which recipients could make notes. It was hoped that the pad of paper inside would give recipients a practical reason to keep the promotional piece on their desks, where colleagues would see it. A few weeks later, Ricoh sent fictional press clippings about prospects' "book signings." Finally, the

company directed prospects to a Web site where visitors could download case studies and apply for a 10-percent rebate on high-volume purchases.

But the creative wouldn't get the job done without sales follow-up, says Berryhill. Copier purchases are typically a large financial commitment for a company. For a major expenditure like this, salespeople would have to follow up. "If you don't involve the salespeople at the beginning, they won't support your wonderful campaign. You might as well put your money in a hallway and set it on fire," Berryhill says. So, to keep the 90-person sales team interested, the marketers also printed up book jackets with salespeople's names on them.

Lindsey also pulled in the salespeople to provide the list. Ricoh scrubbed the list before printing the customized mailers, a move key to the program's success, Lindsey says. Lindsey also got sales reps to spend a full day calling sales hubs around the country. By offering salespeople the chance to win prizes like flat-screen TVs, Lindsey provided them with incentives to make appointments.

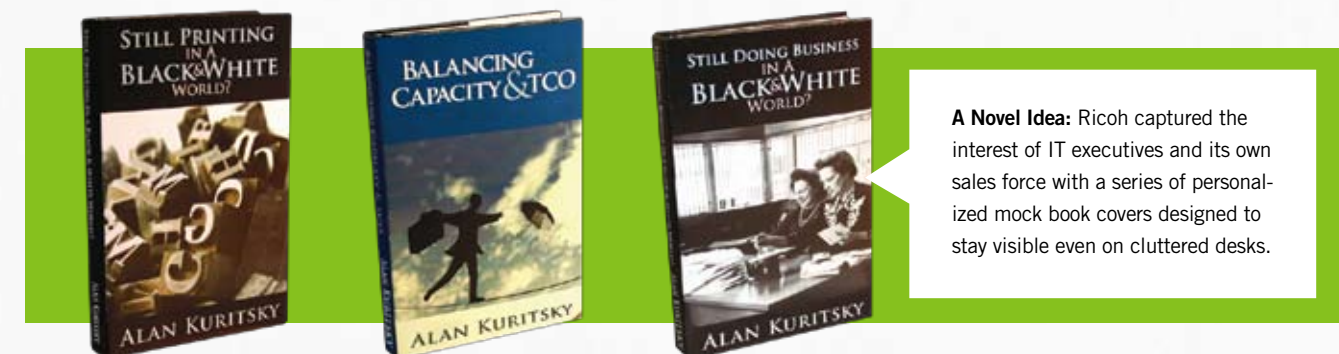
Whether the experts who received the "books" considered themselves geniuses or not, Ricoh wound up thinking of Hothead that way. The campaign transformed recalcitrant prospects into converts at an unprecedented 18-percent response rate and an ROI of well over 100 times expenditures.

Mitchell Lieber is chair of the ECHO Awards and a direct marketing consultant in Chicago. While the campaign's cleverness impressed him, he also gave Hothead and Ricoh points for its execution. They paid as much attention to the cleanliness of the list and to careful follow-up as they did to the creative, he says: "They carried the creative idea through; they made the responses trackable by who responded and who didn't."

Since then, Ricoh has turned to Hothead to do book- and magazine-cover campaigns for many of its divisions. And Hothead has used the technique to win several new clients.

Says Lieber: "A great creative idea very well executed can generate so many sales that it's almost like you've created a printer that prints money."

For Ricoh, nothing could be truer. **D**



A Novel Idea: Ricoh captured the interest of IT executives and its own sales force with a series of personalized mock book covers designed to stay visible even on cluttered desks.



THE green GIANT

OFFICE DEPOT HAS TAKEN A
“GREEN” CATALOG AND TURNED IT INTO
AN INTERNAL ECO-MOVEMENT

BY GWEN MORAN | PHOTOGRAPH BY AARON GOODMAN

THE SHELVES OF OFFICE DEPOT WERE TURNING GREEN.

The changes had nothing to do with new packaging or fixture color, but rather with new ways of thinking.

Years ago, managers were noticing that their customers, particularly in eco-sensitive California, were actively searching for products with a greater level of environmental sensitivity. They wanted goods that used recycled content and that could be recycled themselves.

Office Depot obliged. By 2003, approximately 1,200 products in the company's 16,000-product assortment contained some kind of "green" element, most having to do with using recycled materials. Customers were at once happy with the increased variety — but frustrated by the need to wade through thousands of products to get to the green alternatives.

In response to this — and to growing ecological concerns by corporate and government customers seeking suppliers — Office Depot began publishing and mailing *The Green Book*, its catalog of environmentally friendly products.

"We are finding that our environmental leadership can give us the edge when customers are choosing between Office Depot and another supplier," says Yalmaz Siddiqui, director of environmental strategies at the company. He also says that Office Depot customers are increasingly asking about the company's suppliers and their green initiatives in proposal requests and during sales meetings.

Meanwhile, the success of the mailed catalog has helped spawn a larger green initiative at Office Depot that affects numerous ways the company does business these days. For all of its resonance with customers, *The Green Book* has also had significant impact on the company that created it.

GREEN BEGINNINGS

Publishing its sixth annual edition this November, *The Green Book* was one of Office Depot's first major green initiatives. From the start, the company established standards for products to be included in the catalog. But Siddiqui concedes that the bar was initially low: Any product that had 10 percent post-consumer recycled content would make the cut since many products used small amounts of recycled materials. Customers at the time weren't as exacting about eco-standards, and many manufacturers were just beginning to dip their toes into the green pool.

However, from the beginning, Office Depot set a much higher standard for itself, printing on 100-percent

post-consumer recycled paper. Because customers hungered for information about being more green, the catalog also ran pages of editorial content about precisely that topic, says Siddiqui.

Today, advances in the paper marketplace ensure that the quality of paper used in *The Green Book* rivals that of standard paper (it once had a grainy feel). Its editorial content focuses even more on how customers can become better stewards of the Earth through the products they choose. One recent feature profiled a major airline customer and its commitment to purchasing recycled ink; another centered on a graduate student who used *The Green Book* as a way to develop greener everyday habits. And the product assortment has nearly tripled, including a more robust view of "green" than just recycling. Listed products reflect responsible forestry, energy efficiency and reduced chemical use. Custom icons explain which products boast which green attributes.

"It's evolved into an educational tool that helps bring our customers along a journey toward greater sustainability," says Siddiqui. "It's almost a 'mag-alog' (part magazine, part catalog), and we're proud of the fact that we're trying to bring these two historically disconnected worlds — product catalogs and providing the solutions on how to go green — together in one tool."

The company has also enhanced its green-shopping opportunities online, where e-commerce sales accounted for \$4.8 billion in revenue over the past year. The green section of the Web site includes all 5,000 green items that the company carries. *The Green Book*, in print and online, features just over 4,000 of those products.

BEYOND THE BOOK

Office Depot's green efforts don't stop with its green catalog, however. "Our vision is to be increasingly green, buy green and sell green," says Siddiqui. For the office supply giant, that means more than just offering greener office products for resale. It means establishing greener practices for the company itself.

Since hiring its first all-purpose sustainability manager in 2002, Office Depot has grown its own comprehensive sustainability program for internal and external business processes. In 2003, it launched its Environmental Paper Purchasing Policy and has validated that 66 percent of the paper in its marketing, catalogs and other print materials has come from certified well-managed forests.

Last year, the company joined the U.S. Green Building Council (USGBC), a nonprofit organization dedicated to green building. Through a USGBC pilot program, the company became the first U.S. retailer to participate in the organization's Volume Certification Program, pledging that all future stores would increasingly be built to green standards. The first "Green Store" opened in June 2008. Upon completion, the store applied to become LEED (Leadership in Energy and Environmental Design) certified as a high-performance building, which, among other benefits, may use significantly less energy.

Seeking other ways to prompt environmental change, Office Depot in 2004 unveiled the Forest & Biodiversity Conservation Alliance. The five-year, \$2.25 million initiative was forged in conjunction with Conservation International and The Nature Conservancy. The program promotes responsible paper-management practices and develops standards and tools for forest and biodiversity conservation initiatives.

Further, the retailer this year became the first in the office supply industry to introduce its own green brand, Office Depot Green. The line includes products such as recycled paper, nontoxic pens, CFLs and other items.

Office Depot has also initiated several successful customer-focused recycling programs. Since 2003, it has offered recycling of empty ink and toner cartridges to customers. Customers return empty cartridges to the store and receive a \$3.00 coupon good for their next purchase. This resulted in several million cartridges per year being recycled.

Office Depot launched a tech-recycling service, a program that Siddiqui calls "revenue neutral," in

2007. The program allows customers to purchase a tech-recycling box for a nominal fee at their local store. Customers can fill the box with old technology like computers and monitors and return them to the company. Working with a recycling partner, Office Depot extracts reusable materials, such as copper, plastic and aluminum, from the electronic waste.

This year, Office Depot is working on tools for customers to recycle large quantities of contact fluorescent lights and alkaline batteries. The company is also discussing a battery-recycling program with the United States Postal Service® (USPS®), which would allow retail customers to buy a box they could fill with alkaline batteries and mail to a participating recycling center from the local post office. Siddiqui hopes that it will be finalized before the end of the year.

There's no question that Office Depot has taken aggressive action to become more environmentally sensitive. But it's not always easy, says Siddiqui. It's tricky to execute classic direct marketing with



"It's evolved into an educational tool that helps bring our customers along a journey toward greater sustainability. It's almost a 'mag-alog,' and we're proud of the fact that we're trying to bring these two historically disconnected worlds — product catalogs and providing the solutions on how to go green — together in one tool."

— YALMAZ SIDDIQUI, OFFICE DEPOT

a green message because of concerns surrounding paper use. The key lies in creating the cleanest and most targeted mailing lists possible. He predicts that list brokers who have expertise in green lists and green mailing procedures will have a robust future.

Siddiqui believes that these programs will lead to greater growth overall for Office Depot. However, he says that green initiatives are not sustainable if they are not profitable. In addition to landing more environmentally aware customers, these programs deliver increased sales and reduced operating costs. Green awareness and cross-promoting through vehicles like the Office Depot Green brand and *The Green Book* become important marketing opportunities.

By satisfying customer demand, these comprehensive green efforts are good for shareholder value and good for the environment. As a result, Office Depot now finds itself occupying a rare, but enviable, space in American business — at the intersection of profitable business practices and good corporate citizenship. **D**

QUICK STATS

\$4.8

BILLION

Office Depot revenue from online sales in the past year

66

PERCENT

Amount of paper Office Depot uses in its catalogs and other print materials that comes from certified well-managed forests

\$2.25

MILLION

Cost of the company's Forest & Biodiversity Conservation Alliance outreach program

BY ANY OTHER NAME

A name change doesn't have to cause confusion — if you market it right. Here are six steps that just might help.

BY LINDA FORMICHELLI | ILLUSTRATIONS BY DAVE PLUNKERT

PLUNKERT

IT

seems that businesses these days are changing their names more often than gas prices change at the pump. “I think that we’re seeing an uptick, and there’s certainly cause,” says Tate Linden, president and managing principal of the boutique naming firm Stokefire. “Many of those wild and crazy firms from the dot-com era are now looking for respectability. And many of the stuffy traditional firms are thinking that they want in on the new Web 2.0 trends.”

Companies change their names for many reasons: They merge or are acquired by a new company. They shift their business focus. They seek to distance themselves from other companies with similar names. But no matter why they do so, the ones who change their name successfully — that is, with minimal disruption to business — are often those who market the change well.

No matter what the reason for the change, businesses that undergo an identity shift need to take steps to make sure everyone is on board. The good news is that it’s not only possible to get customers to embrace a name change, it’s also possible to use the process to boost the brand identity of your business. Here are six steps to take to ensure you do both:

1 GET BUY-IN

Take the company formerly named The Bankers Bank, which provides financial services to small and medium-sized banks. When it went national, its officers discovered that 20 other businesses had the phrase “bankers bank” in their name. So the company



changed its name to Silverton Bank and launched the name change on January 1, 2008, with press releases, Web notices, e-mail blasts, and letters to customers, vendors and partners.

When The Bankers Bank was thinking of changing its name, officials’ first strategy in coming up with a new company name was to run an employee contest. They gave the employees criteria to abide by — names had to be available, trademarkable, and not have the words “bankers’ bank” — and 123 employees submitted more than 1,000 names. While this tactic didn’t turn up a usable name, it did get employees involved in the process, and Silverton Bank conducted a drawing of everyone who submitted names and rewarded one person with \$500.

“It’s important to get commitment from the internal people — the people who are going to be interacting with this brand every day and taking it out there to the rest of the world,” says Dave McMullen, principal at the

branding company redpepper. The trick is to include them in the process. “If people inside the company, who basically are the brand, are brought in and have full commitment and really believe in what you are doing, then they will be the ones who will make sure that people understand why the change happened,” McMullen says.

To get employees involved in the name change, start from the top down by making sure the leaders in the company agree on the new direction that’s causing the name

ID Cards: When The Bankers Bank underwent a name change, its marketing team mailed out postcards to help keep customers in the loop.



change; include key employees in research and brainstorming; poll your entire staff about what they think is special about the company, as any insight may help you pick a name and roll it out later; roll the new name out internally first; and give workers a way to talk up the new brand, such as letting them give out logo merchandise.

2 GO DIRECT

Direct mail is, well, the most direct way to help customers understand your name change. When Silverton Bank was faced with customer confusion, they hired redpepper to create a direct mail piece. The piece features the old and new logos side-by-side and asks, “Can a company change its name and still preserve its identity?” When opened, the piece answers, “Absolutely.” It goes on to explain that only the name has changed, and everything else is business as usual. The direct mail piece was sent to 24,000 customers, and its success was immediate: The number of calls from concerned customers sharply decreased.

Some businesses are getting even more creative with their direct mail tactics, using designs that visually demonstrate the name change. BidShift, a leading provider of software tools and staff services for the health-care industry, changed its name to Concerro when it went from mainly a technology company to a business that offered multiple services. As part of a broader multimedia marketing effort, Concerro used a three-phase changing-picture direct mail piece to announce its name change; the piece had overlapping panels that flip over, revealing new graphics. The front of the piece read “BidShift led a revolution. Now experience our evolution.” When the reader opens the cover, the copy changes to “BidShift is now ...”



Open the last section and the copy changes to “Concerro.”

Concerro printed 5,000 pieces, delivering some by hand at trade shows, mailing out some, and using the rest as promotional pieces for reps. “It is vital to be creative in the strategic and tactical approaches to a name change,” says Patricia DeAngelis, principal and creative director at The MadisonWest Agency, which created and drove the entire Concerro campaign. “You must bring forth not only the essence of the company’s service offerings, but the people behind it.”

3 MEET THE PRESS

Many companies that are rebranding target the press with the news. Of course, the basics here would include sending a press release to the newswires that are relevant to your business, as well as writing bylined articles for local newspapers and magazines. But to really get your name change in the press, sometimes it takes a little extra effort.

Ken Meyers, partner at the business services franchiser SOHO Hero, formerly Mail & More, wrote articles about the franchisees who run various SOHO Hero franchises, including why the franchisees changed from Mail & More to SOHO Hero (the name change was optional), what they’re doing in the community, their backgrounds in the business, etc. The articles appeared in numerous trade publications, and not only reinforced the name change but also got the company itself out in front of the industry-reading public.

SOHO Hero also engaged in event marketing to garner press attention. To introduce the public (and the press) to SOHO Hero, the company held a local carnival near the company’s headquarters in Alpharetta, Ga. The carnival included branded collateral, prize giveaways and a chance to get an autograph from a major league baseball player. SOHO Hero also raised \$5,000 in two hours for a local charity, boosting press coverage for the event and the company.

4 MIX AND MATCH

There’s no rule that you have to switch to your new name cold turkey; some businesses change over gradually so customers have a chance to get used to the new name.

When BidShift changed its name, MadisonWest created a logo with the tagline “BidShift is now Concerro.” After 60 days, the “BidShift is now” part dropped off.

Another approach is to keep your original logo, or at least part of it. For example, says McMullen, Silverton kept its logo’s graphic icon and changed only the name in the icon to Silverton Bank.

5 REMEMBER THE LITTLE THINGS

When your name changes, everything must, too, from your e-mail signature line and outgoing voicemail message to store signage and letterhead. “As soon as you change your name, if you’re still talking about your old name, you’re wasting money investing in a brand that is no longer there,” says Stokefire’s Linden. “You’re getting people to pay attention to something that does not exist.”

Some marketers may be surprised at how pervasive the company logo can be. At Silverton Bank, marketing and corporate communications manager Cristi Kirisits assembled a Name Change Committee that included a representative from each internal department. These reps were responsible for seeing that the name got changed everywhere within their department. For example, the marketing department handled ads, trade-show booths and graphics, as well as the corporate Web site, new PowerPoint and Microsoft Office templates, directory listings and letterhead.

6 POLL THEM

Most experts will tell you that it takes about a year to fully market a name change, though it may take longer in the retail and professional services industries. During your name change marketing campaign, poll customers to get a handle on whether they’re on board with the switch. “Start that in the beginning and then keep testing as you go forward,” says McMullen. “But I also think there are a lot of ways to feel whether you’re having success; if your communications with your customers feel smooth, feel like they understand it, you can pretty much know you have done well.” **D**



A *Team*

EFFORT

Efforts to educate Massachusetts residents about health-care reform took marketers to some interesting places — including out to the old ball game

BY ELAINE APPLETON GRANT | PHOTOGRAPHS BY JOE VAUGHN



EANUTS, HOT DOGS, BEER... AND HEALTH INSURANCE?

That was the pitch, so to speak, at Fenway Park in the spring of 2007.

The Commonwealth of Massachusetts made news in April 2006 by becoming the first state in the nation to mandate nearly universal health insurance coverage. The new law required all citizens who could afford coverage to have health insurance by December 31, 2007, or forfeit a \$219 personal tax credit. Skip health insurance in 2008 and the penalty increases drastically.

Passing the legislation was extremely difficult for the state legislature, but it was still only the first step. Once the mandate became effective on July 1, 2007, the state had only a few months to create new programs and to figure out how to get hundreds of thousands of uninsured citizens to enroll. And that challenge led state officials to Fenway Park.

It seemed like a logical destination to Joan Fallon, communications chief for the Massachusetts Health Connector, a state agency created to develop and implement new universal health-care policies and programs. Fallon and four other staffers were charged with reaching an estimated 372,000 to 619,000 uninsured Massachusetts residents, and helping them get coverage by the end of the year. Fallon's entire marketing budget, which would fuel education and awareness from Cape Cod to the Berkshires and beyond, was \$4 million.

With health-care reform near the top of election-year campaign issues, the question isn't just what to do about health care, but also how to conduct the massive communications campaigns vital to any such drastic change. For marketers, Massachusetts' successful multichannel program — which helped cut the number of uninsured residents — serves as a solid model of how to inform and persuade a broad and diverse audience, offering lessons that apply not only to health-care reform but to any time- and resource-challenged campaign.

TEAMING UP

As Fallon and her colleagues geared up to push statewide coverage, they found that the most difficult group to convince to purchase health insurance included many of the same people chomping ballpark franks and cheering from the bleachers. Research showed that the bulk of the uninsured were men in their 20s and 30s. Noticing this apparent overlap between their target audience and baseball fans, Fallon and Weber Shandwick, the Connector's PR firm, approached Red Sox executives with an unusual request: Would the ball club join other groups in partnering with the state to convince young men to sign up for health insurance?

The Sox jumped in wholeheartedly. The team ran ads on the local sports station that featured Red Sox "ambassadors," young men and women who greet ticket-holders arriving at the park. The club broadcast interviews with health-care advocates, staged press conferences and hosted an insurance sign-up booth at every home game. And they did it in inimitable baseball style: One public radio story caught a booth worker shouting, "get your health insurance here" with the same distinctive Fenway cadence with which thousands of hot dog vendors have landed wiener sales.

"The signups in the park really complemented the ads," says Adam Grossman, the team's vice president of marketing. "If you were a Red Sox fan, you couldn't miss the message."

But smart targeting had as much to do with the success of the promotion as its ubiquity. The Red Sox partnership illustrates that when you want to change the behavior of a diverse population, you must first identify the character traits of the people you're trying to reach. Then, segment your audience accordingly — and go where they are.

Experts praised Health Connector for developing such a far-reaching campaign in accordance with appropriate marketing best practices. In figuring out what was important to the audience, the organization was able to spot potential openings for its health-care pitches.

Using the baseball park was hailed as a master stroke not only because of the high profile that the Red Sox enjoy or because many in the target audience congregate at Fenway. Rather, the ballpark was also, despite the action on the field, a place where targets could soak up some of

the details of the Health Connector message. After all, baseball games allow fans a fair amount of free time — between innings, during offensive lulls, at the start of the seventh-inning stretch — much of which is spent in line for the bathroom or staking out the concession stands in hopes of scoring a frankfurter and a draft beer.

But baseball fans weren't the only group of people that Health Connector made efforts to reach out to. Indeed, there were numerous, widely divergent groups for the Connector to try to touch. Consider, for example, that Massachusetts residents speak at least 16 different languages. By themselves, Fallon and her small group of internal colleagues stood no chance of reaching all of their targets, so Fallon relied on other, lower-profile partnerships throughout the state to extend her group's resources. Says Fallon, "We sat down and said, 'Let's think of all the ways that we can reach folks who need to be reached and get them to understand what they need to do and why it's good for them.'"

RECRUITING MORE PLAYERS

In addition to the Red Sox, the Connector worked with organizations ranging from huge health insurance providers and hospitals to tiny grass-roots community groups in towns and cities statewide. Grocery chains, drugstores and banks publicized the programs — generating publicity for more than 200 outreach sessions and educational forums that Fallon and her staff conducted. Fallon also teamed with the Greater Boston Interfaith Organization, whose members went door-to-door educating people and held enrollment sessions following services. The International Brotherhood of Electrical Workers put up signs on the Boston expressway.

To reach college seniors, the Connector placed ads in university papers and asked schools to e-mail information about the effort to graduating students. And the Connector — through its partnership with other government agencies — mailed postcards to every state taxpayer to remind them of the new mandate. One mailing went out just before the mandate went into effect in July 2007, another prior to the New Year's Eve deadline. "We tried to leave no stone unturned, be it direct mail or working with the churches," says Fallon. "We'd work with anybody who wanted to work with us."

Working with grass-roots leaders was critical, says Brian Rosman, research director for HealthCare for All, which partnered with the Connector to spread word of the health-care rule. "We wanted to reach as many people as possible, if not every resident across the state," Rosman says. "We felt that would be easier to do if we could connect to leaders in other communities, because those communities, quite frankly, have better trust in those leaders than we could expect to have. Nor could we [necessarily] speak the language."

From the Red Sox partnership to outreach sessions in far-flung towns, the partnerships accomplished their mission, observers say. In its first year, the campaign reduced the number of uninsured working-age adults from 13 percent of the population to 7 percent, according to research by the Urban Institute. By summer 2008, nearly three-quarters of previously uninsured Massachusetts residents were covered.

Fallon gives no single effort the bulk of the credit for the outreach program's success. "It takes a multifaceted campaign," she says. "Focusing on one thing isn't the way to go. It's many different smaller campaigns that you have to put into place that bring together an overall public education campaign."

And, of course, it's about reaching people where they live.

Hot dog, anyone? **D**



"We sat down and said, 'Let's think of all the ways that we can reach folks who need to be reached and get them to understand what they need to do and why it's good for them.'"

— JOAN FALLON, COMMUNICATIONS CHIEF, MASSACHUSETTS HEALTH CONNECTOR

[The 'R' Word] Are you scaling back your marketing spend because of tough economic times? You might want to rethink that strategy. BY MEG MITCHELL MOORE

In businesses, as in households, the response to an economic downturn is often a corresponding tightening of the belt: fewer lattes for Mom and Dad, fewer splashy ad campaigns for the marketing department.

But contrary to conventional wisdom — and, in many cases, to instinct — a recession might be just the time to increase marketing spending, thereby taking advantage of listing competitors and capturing the attention of cash-strapped consumers.

Many companies react to a downturn “by hunkering down,” says Gary Lilien, professor of management science at Penn State’s Smeal College of Business, who co-authored a 2005 study about proactive marketing during a recession. “Most firms tend to conserve during difficult times,” he says. “But a number of them will increase spending for strategic reasons. One of the things we say in our research is that when times get hard, that’s a very good time to attack if you’re strong.” He likens the strategy to runners undertaking the Boston Marathon, in which many a savvy racer has broken struggling competitors on the notoriously challenging Heartbreak Hill between miles 20 and 21.

MARK BECKELMAN/JUPITER IMAGES

The research, which was published in 2005 in the *International Journal for Research In Marketing*, collected data during the second and third quarters of 2002, so it looked at companies' behavior during the country's last recession. Nobody then could have predicted the confluence of rising gas and food prices and record home foreclosures that has contributed to the creation, this year, of a broad base of consumers and companies who can no longer afford extras. "That prior work was done during a milder recession than I think this one is going to be," say Lilien. "But I think that the findings are fundamental."

Meeting Hard Times Head-On

Wild Dunes Resort, a 1,600-acre, oceanfront destination resort located near historic Charleston, S.C., found the current economic slide coinciding with the completion of a multimillion-dollar addition. The company knew that sitting idly by while potential vacationers tightened their purse strings was simply not an option. "Our occupancy had to go up," says Andressa Chapman, director of marketing and communications for the resort, referring to the added rooms that came with the new construction.

In February and March of this year, Wild Dunes launched a multipronged "Stay More, Save More"

marketing campaign that combined direct mail and e-mail marketing to reach out to both past guests and potential guests, and which harnessed all of the tools at the resort's disposal: customer databases, the company's existing e-mail marketing tools, and relationships with travel agencies. "We did change our strategy because of the economic climate," says Chapman. "We said, 'What are all of the vehicles we have to get out this one great offer and get ahead for 2008?' We had to put all of our energy and focus behind it and blast it out of the water."

The approach seems to have paid off. Future bookings rose 34 percent over the same time in 2007; revenues for leisure stays rose 17 percent; and the length of future bookings rose 10 percent. At the same time, Web site traffic increased by 55 percent, and the revenues from that traffic rose 43 percent.

One key to the campaign's success, says Chapman, was combining direct mail with online marketing, which allowed the resort to attract both last-minute planners and those more likely to stick a special offer on the refrigerator and consider it for a while before booking.

"There are those who may have said the effort was too big a risk, that travelers were responding to the economy by scaling back and even canceling vacations at increasing rates," says Bruce Murdy, president of Rawle Murdy Associates, the marketing firm behind the Wild Dunes campaign. "We felt that was all the more reason to promote incentives for making Wild Dunes the destination of choice, and it worked."

Tweaking the Message

For some companies, the key to taking advantage of a turbulent marketplace would be to pull out all the stops in established media. For others, it's an opportunity to try something new. At Dream Dinners, a company based in Washington state, with 200 franchises that provide pre-cut, partially cooked meal components for in-home preparation, the current economic climate has provided a backdrop for the company's entrée into voice marketing.

In March of this year, the company, which had enjoyed rapid growth since its inception in 2002, found itself working on regaining lost customers. To that end, Dream Dinners launched a two-pronged campaign that combined a direct mailing with a prerecorded voice call. "In this campaign, our focus has changed," says Sherri Hansen, director of brand development. "Instead of our message being one of convenience, we need to communicate how we're providing value to our customers."

The current economic conditions have made the company carefully rethink its messaging to take full advantage of its marketing dollars, says Dan Jones, vice president at SmartReply, which executed the voice portion of the campaign. "Dream Dinners wants its consumers to make a value tradeoff," says Jones, between eating out at a restaurant and enjoying restaurant-quality food at home. It's a message of practicality rather than luxury.

The voice component of the campaign generated a hefty 5.4-percent response rate, and Dream Dinners decided to repeat the campaign for the month of July, even as the country headed deeper into the economic doldrums. The direct mail portion of the campaign — which included a pre-call to alert consumers to the impending mail — generated a

Looking for some hard evidence to justify upping your marketing spend in a dicey economy? Check out this study from Penn State's Smeal College of Business. According to co-author Gary Lilien, "Most firms tend to conserve during difficult times. [But] when times get hard, that's a very good time to attack if you're strong." www.smeal.psu.edu/news/latest-news/mar05/leverage.html

3.2-percent response rate. While no figures are available yet for the most recent campaign, Hansen feels confident that stepping up marketing in a tough economic climate has proved worthwhile. Going forward, she says, the company will continue to show customers how Dream Dinners can help them weather the economic storm. The company is beefing up its dessert and side dish offerings, for example, to encourage customers to stop at Dream Dinners for a complete meal rather than driving around town to pick up different ingredients. "The good news is that no matter how bad the economy gets, everybody still has to eat," says Jones.

Filling Customers' Tanks

One of the most iconic aspects of the current economic downturn is rising fuel prices. At Meijer Inc., a 180-store big-box retailer headquartered in Grand Rapids, Mich., price increases at the pump have spurred one of the company's most innovative marketing efforts to date.

Meijer offers a very wide array of products at its stores: Customers can buy aquarium supplies, furnish their living rooms or select engagement rings. They can also fill their refrigerators and their gas tanks. It's with that last item that the company has found the way to consumers' hearts.

The Meijer Gas Alert program allows Meijer customers to opt-in to receive a text-message alert three hours before gas prices are scheduled to go up. "The receptivity has been huge," says Mike Romano, executive vice president and co-founder of SmartReply, who worked with Meijer on the gas initiative. "The customers see a lot of value in participating in the program." The effort began two years ago in Indiana, and was then rolled out to Illinois and subsequently to all Meijer stores in Michigan, Ohio and Kentucky.

"It's still growing and going strong," says Romano. "People are actively looking for ways to save money, so the program has become more popular." Romano adds that escalating marketing efforts during a slowdown has allowed Meijer to retain customer loyalty, which traditionally becomes more elusive as the economy nose-dives.

But companies looking to duplicate Meijer's success should be mindful of what it takes. According to Smeal's Lilien, companies need three key qualities to market proactively during a recession: the will, the skill and the till. First, the company must have a culture that enables marketers to resist the instinct to conserve resources

Dream Dinners

Campaign: A message emphasizing practicality over luxury, mixing mail with a prerecorded voice call.

Result: A 5.4% response rate for the voice component and a 3.2% response rate for mail.



Meijer

Campaign: The Meijer Gas Alert Program, allowing customers to receive a text message three hours before gas prices go up.

Result: A successful trial run in Indiana led to a rollout in Illinois, Michigan, Ohio and Kentucky.

during tough times. Second, the company must have a well-established and inventive marketing department. "This is not the time to say, 'Let's begin marketing,'" says Lilien. "You've got be creative to take advantage of an economic downturn." Third, company coffers must be ample enough to weather the tough times and increase the company's marketing spend at the same time.

During a recession, says Lilien, "You're unlikely to see returns immediately, so you've got to have sufficient resources." He emphasizes that not all companies will, or should, step up marketing efforts during a recession; those that don't have the three key qualities mentioned previously are likely to lose more than they gain.

But faced with a gloomy economic forecast, smart companies like Wild Dunes, Dream Dinners and Meijer hope to outpace competitors with pluck instead of trepidation. "A recession is a great opportunity to be more aggressive and to gain share when the economy does turn," says SmartReply's Jones. "Now is not the time to be timid." **D**



Wild Dunes Resort

Campaign: "Stay More, Save More," a promotion combining e-mail, direct mail and vendor education.

Result: A 34% rise in future bookings, a 17% rise in revenues from leisure stays, and a 10% rise in the length of future bookings.

Frozen Asset

Prospera Credit Union turned to a branded ice pack to trumpet its latest message about tax relief

As a community-based financial institution, Prospera Credit Union has cultivated an image of being a fun and friendly place, providing everything from insurance to checking accounts to loans, all with a sense of personality and approachability.

But how do you make equity shares fun? That was the challenge facing Prospera after it decided to raise capital through a special equity-share offering. It was a tall order: Create an exciting, fun and engaging piece about the tax-deferred product but also include a high level of dry detail.

While some experts warn against using too much humor in financial marketing, Prospera decided that it could balance the yuks against hard information about the equity shares.

For the company's marketers, the tax benefits were the key. Since the share dividends are only paid out at the end of the investment period, investors have the benefit of deferring any income taxes until the end of the investment period. But while that's an important detail, the information wasn't enough by itself to have investors beating down the door — as the credit union learned after two previous campaigns to promote the equity shares.

This time, the marketing team began to play with the idea of "freezing your taxes" to reflect that concept. And few things say "freezing" better than freezer gel packs.

Before long, the credit union was mailing out branded gel packs bearing the message, "Paying taxes is a big headache. That's why we're freezing them for 10 years." Print materials that explained the investment opportunity were packaged along with customized letters and the gel packs in Mylar envelopes, which allowed recipients to see the gel pack inside.

Prospera mailed nearly 4,500 packages to a highly qualified list of prospective investors culled from the credit union's 60,000 members, says Tanya Curtis, public relations manager for the credit union. Key targets included those who were paying income taxes at higher marginal rates; those who had maximized retirement contributions for the year; those who had funds to gift, loan or transfer to a minor; and those who preferred dividend income over interest income, among

The total cost for the promotion was \$42,475. In just seven weeks, the credit union exceeded its revenue goal. Meanwhile, the ROI on the direct mail campaign bettered returns on the previous campaigns by 143 percent.



other factors. Each recipient received a follow-up phone call about the offer from a Prospera representative.

The total cost for the promotion was \$42,475. In just seven weeks, the credit union exceeded its revenue goal. Meanwhile, the ROI on the direct mail campaign bettered returns on the previous campaigns by 143 percent, Curtis says.

But whatever Prospera's successes, financial firms should take care when being playful in their marketing, experts contend. Despite the urge to attribute the success of the campaign to just the gel pack, the real "magic" of the campaign was probably as much in the audience as in the mailer, says Chet Meisner, author of *The Complete Guide to Direct Marketing* and founder of direct marketing firm Meisner Direct, in Roswell, Ga.

"People don't always see their investments as humorous," he says, adding that he's seen cases where response rates in financial service products have dropped when humor was used to promote them.

But Curtis says that the humor embodied in the freezer pack was vital to the Prospera campaign, which generated a whopping 8-percent response rate. "This was the third equity share promotion we had worked on," says Curtis. "By using direct mail in such a creative way our return on investment was better than the two previous promotions."

And for marketers at Prospera, that meant that at least one headache had been alleviated. **D**

NATHAN GARCIA

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CORBIS

Mall Together

Forest City Enterprises uses direct marketing to generate interest in its properties coast to coast

As any MBA can tell you, retail is all about foot traffic. To get dollars in the till, you've got to get shoppers in the stores. Well, the folks at Forest City Enterprises know this well, and they rely on a hefty dose of direct marketing to spread the word about their numerous retail properties across the nation. As the director of advertising for Forest City Enterprises, Stephanie Shriver-Engdahl is charged with capturing the attention of prospective shoppers. Recently, Shriver-Engdahl spoke with *Deliver* about what stimulates her own consumer behavior, and how that drives what she does at Forest City.

DELIVER: What inspires you as a marketer?

SHRIVER-ENGDAHL: I am inspired by the number of pieces Forest City has produced and the number of mailings I have received that are printed on paper using wood from well-managed forests, containing post-consumer recycled paper, and printed using soy or other vegetable-based inks. Since Forest City adopted sustainability as one of its core values several years ago, I've learned that it doesn't have to be at odds with the bottom line, and that commercial interests and social responsibility don't have to be mutually exclusive. Our end goal is to have absolutely everything we do printed on some sort of recycled paper. Already, we're thinking through every piece of direct mail we do in terms of the mailing list and the creative, looking to be more targeted in our efforts. This is really the most sustainable thing we can do, instead of generating tons of mass mail and hoping for a 2-percent return rate. It's more fiscally responsible to send fewer pieces with returns ranging from 6 to 29 percent.

DELIVER: How important a role does direct mail play at Forest City?

SHRIVER-ENGDAHL: Ten years ago, direct mail had a fairly minor role in the marketing for our shopping centers. However, over time a greater portion of the advertising budgets that were spent on print and broadcast has been reallocated to direct mail. This is because we can target consumers based on demographic and lifestyle preference with pinpoint accuracy; our message only goes to consumers we want to speak to, and direct mail provides the measurability necessary to determine the success or failure of a program. Consumer preference is another important driver in direct mail's growing role. Since 2004, we have seen a steady increase in our customers' choice of direct mail as the

preferred media for communication from our shopping centers. In May 2008, when consumers were asked how a specific shopping center could best reach them with information on stores and events, direct mail was the medium of choice for 88 percent of respondents.

DELIVER: What's your favorite piece of direct mail from Forest City?

SHRIVER-ENGDAHL: We worked with one agency to create a postcard targeting new movers in the Denver area and encouraging them to visit two of our centers, The Shops at Northfield Stapleton and The Promenade at Bolingbrook. I just love the headline on this piece: "We thought about bringing over a tuna casserole, but figured you'd like a \$15 gift card instead." The accompanying simple illustration is great, too, using simple black lines. We could have done something extremely pedestrian, like "Welcome to the neighborhood." Instead, we decided to put a little effort into the campaign, make it more appealing, and see if people would respond. I'm happy to say they did. The better we are as marketers at eliciting a visceral reaction from the consumer whose behavior we are trying to influence, the better the results will be.

DELIVER: Is there a piece of direct mail that you hold onto because you think it is beautiful, funny or awful?

SHRIVER-ENGDAHL: There's a certain upscale catalog that, for me, is the print equivalent to chocolate, and it appeals to me for lots of reasons. The size and binding are like those of a magazine, the cover is heavy and super smooth, and the typography is gorgeous, with photos of artfully arranged sterling silver serving pieces for the bar on your yacht. I find it very aspirational. You look at it and you want the things inside. I keep telling myself I'm going to treat myself, but I haven't bought something from the catalog in a while. I would die if the company cleaned its mailing list and got rid of non-purchasers.

DELIVER: What is the last piece of direct mail that you responded to?

SHRIVER-ENGDAHL: Last year, I signed up for the affinity program at a national office-goods retailer to save on my children's back-to-school shopping. Out of the blue, I recently received a mailer with a shopping card attached that was preloaded with a dollar amount equal to the rewards I had accumulated during the previous quarter. The mailer also included some discount coupons. It was destiny; I needed a new desk chair, so I took the card into a store and used it. As a consumer, I usually trash the bad and boring direct mail I receive first, unless there is something I need. If a piece isn't about something I need, it has to entice me, make me have a visceral reaction, like smile or laugh. **D**

"I just love the headline on this [postcard]: 'We thought about bringing over a tuna casserole, but figured you'd like a \$15 gift card instead.'"



Food Court: Stephanie Shriver-Engdahl, advertising director for Forest City Enterprises, helps draw shoppers to the company's retail centers with appetizing marketing campaigns.